

First ninety days as a manager

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NAME	TEAM	DAY 90 FALLS ON
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1 Weeks 1 to 4 understand, change almost nothing

- ☐ Met every person one to one and asked what is working and what is not
- ☐ Asked each: what should I know about how you like to work?
- ☐ Written down what I was told, verbatim, without acting on it yet
- ☐ Asked my own manager what a good version of this role looks like in six months
- ☐ Established which decisions are mine, in writing

2 Weeks 5 to 8 install three basics

- ☐ A recurring one to one with each person, their agenda first
- ☐ A visible record of what people committed to and by when
- ☐ A stated standard, with an example, for one type of recurring work

3 Weeks 9 to 12 start producing through others

- ☐ Handed each person one real decision where their answer stands
- ☐ Did not take it back the first time it went differently than I would have chosen
- ☐ Found one person outside my reporting line I can ask for advice

WHY THE FIRST MONTH IS FOR UNDERSTANDING

82 percent of people entering management had no formal training. CMI with YouGov, October 2023.

You were selected for personal output. You are now measured on other people's.

The most common regret is moving faster than this in the first month.

The second most common is delegating the task and keeping the decision.

What you owe each person: regular time that is theirs, a clear picture of what good looks like, feedback close to the work, and a visible path. None of it requires training or budget. It requires deciding that this is the job now.